

# 14 Vital Skills for Supervisors

Delegating Work and Following Up



# 7



## **Delegating Work and Following Up**

Boost your efficiency—and your team's morale—by handing off assignments to the right people.

# Delegating is a Win-Win Proposition

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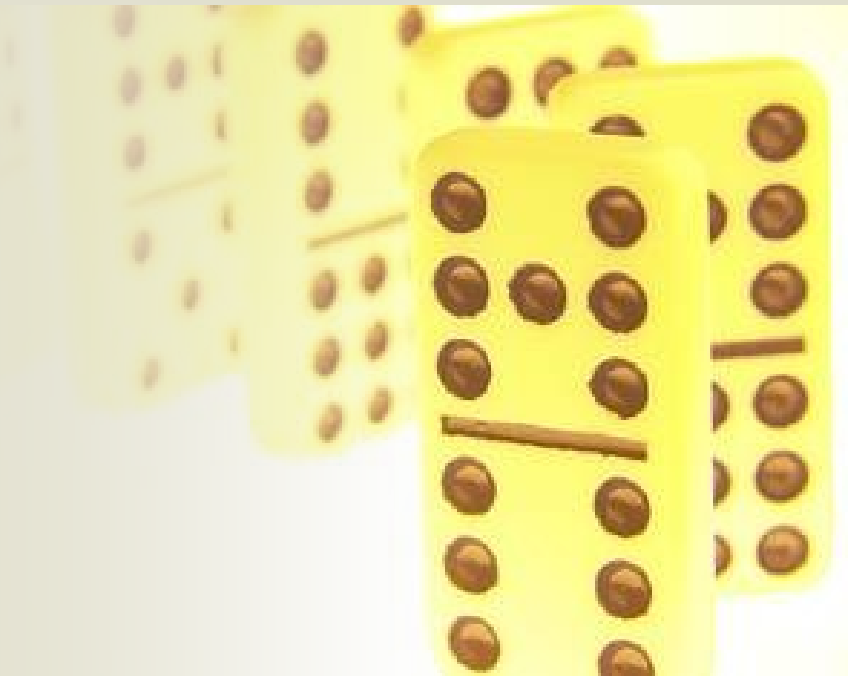
- You free yourself to focus on what matters most, while you train and motivate your workers by entrusting key assignment to them




# Misconceptions About Delegation

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- Some supervisors equate delegating with “doling out tasks” to people
- Delegating is the process of having employees address meaningful projects – including ongoing duties – that go beyond short-term, to-do items



# Misconceptions About Delegation Skill 7 (continued)

- Supervisors may also assume that delegation consists of handing off assignments
- That's only partially true – delegating requires follow-up 
  - Take an active interest in monitoring how they perform
  - Offer guidance and encouragement along the way and deliver praise for a job well done



# Communication Skills

## Skill 7

- Explain goals of the assignment, timetable and your expectations
- Employees must understand how you'll measure their performance and hold them accountable for the results
- They must also see how the project affects the bottom-line operation of the organization
- Help employees appreciate the impact



# Communication Skills (continued)

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- You also need to ensure workers are equipped to follow through
- Support them by providing the necessary tools, training and resources to succeed
- If they need authority to gain compliance from coworkers, give it to them



# Don't Avoid Delegating

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- If you fear employees cannot handle an assignment, delegate in stages
- Request that workers tackle one step at a time and build off each success 💡



# Match the Right Projects With the Right Employee

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- For example...start small
- Match the right project with the right employee
- Weigh each employee's experience, adaptability, skill level and workload
- Don't dump duties on someone who already operates at full capacity or you risk burnout



# Discuss Follow-up Procedures


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- Establish a system to track progress
- Schedule a series of checkpoints and enter the dates on your calendars
- This removes any ambiguity about how and when you'll get updates



# Difficulties with Delegating

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- One of the hardest parts of delegating is keeping your distance and allowing employees to perform the work on their own 
  - Give them the space to discover how to proceed
  - Let them make mistakes and learn from them



# Don't Micromanage

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- It's fine to demonstrate what you want the employee to do, at least at the outset
- But don't micromanage along the way or you may wind up doing the bulk of the work on the project
- Turn over control to the employee and stay out of the way



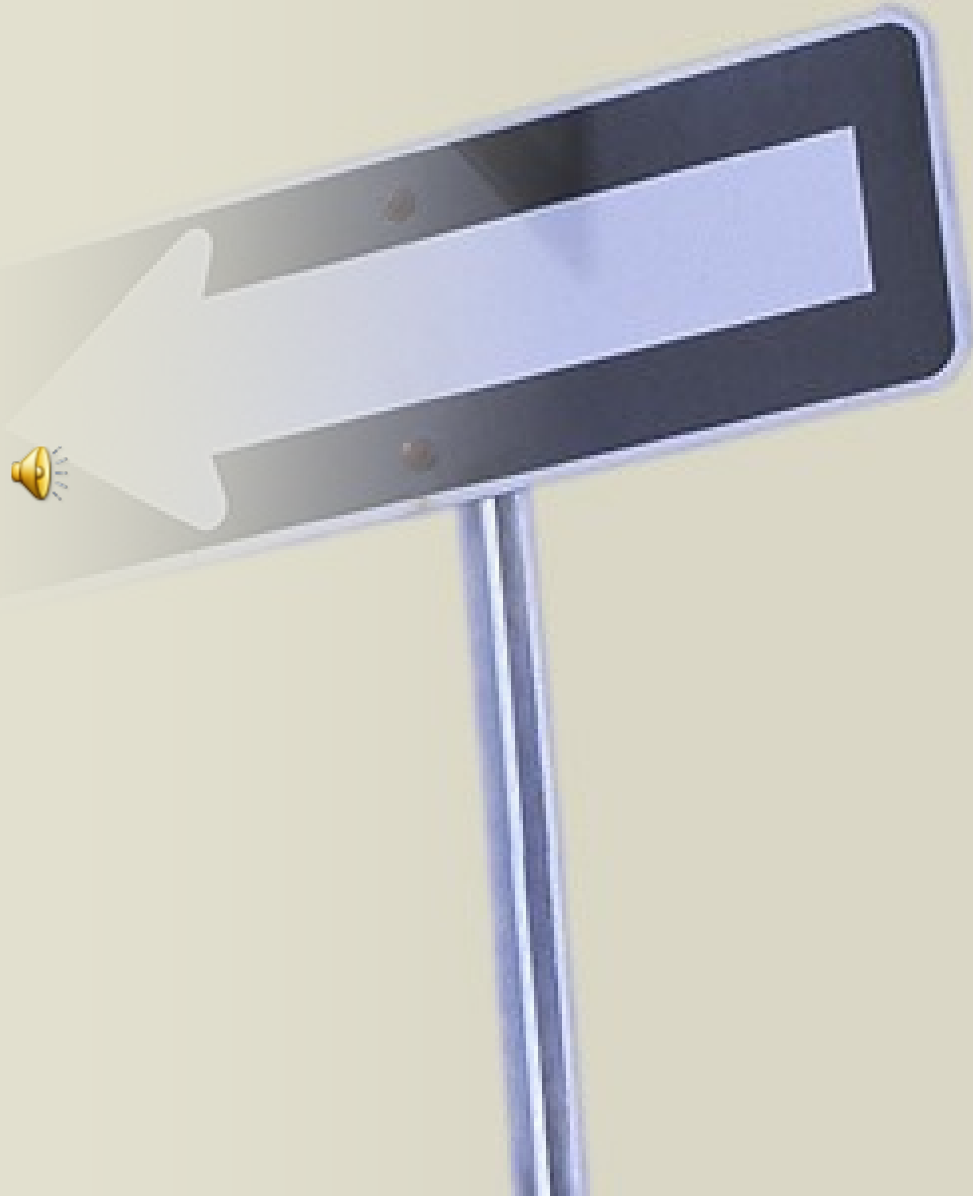
# Warning

## Skill 7

- Delegation isn't necessarily a time-saver
- Treat the added time it takes to get the job done as a long-term investment in developing employees



- When instructing employees on a new assignment, explain what to do and then ask them to summarize how they'll proceed
- Invite their questions
- You'll gain a better sense of their understanding and can gently remind them of how to do the job right



# It's True

## Skill 7

- The odds of successful delegation soar when you:
  - Confirm that the employee understands your expectations and your instructions
  - Track progress so that you show interest in results
  - Grant employees the authority, freedom, and flexibility

